

Geophysical Fluid Dynamics Laboratory
Oceanic and Atmospheric Research
National Oceanic and Atmospheric Administration

Personnel Management Advisory Committee Charter

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PERSONNEL MANAGEMENT ADVISORY COMMITTEE CHARTER

PURPOSE

A Personnel Management Advisory Committee (PMAC) is established in accordance with the authority stated below. GFDL's PMACs serve as advisory bodies to the Director in providing personnel program oversight, advice, and guidance in the development and implementation of personnel policies and programs within GFDL. Specifically, PMAC III advises the Director on all matters concerning promotions within the laboratory to grades GS-13 and above and PMAC IV advises the Director on all personnel matters within the laboratory up to grade GS-12.

AUTHORITY

OAR Delegations and Directives Circular Number 202.2.

BACKGROUND

PMACs are established to provide the Director with advice and recommendations regarding personnel policies and practices. Generally, GFDL's PMAC III and IV will meet twice per year. PMAC III will meet in the winter and summer and PMAC IV will meet in the spring and fall.

GFDL PMAC III

GFDL PMAC III MEMBERSHIP

Director (Chair)

Deputy Director (depending on Grade Level of incumbent, may be limited to vote on promotions up to GS-14 or GS-13, and to serve as a non-voting advisor on higher level promotions)

Executive Secretary (non-voting)

All GS-15, ST, and SES Laboratory Staff

FUNCTIONS/RESPONSIBILITIES

The GFDL PMAC III will review and make recommendations, as required, regarding:

A. Personnel Management Issues

The PMAC III will, at the request of the Director or the Deputy Director, convene to review policies, procedures, utilization of personnel resources, implementation of position management principles, or personnel and performance management program needs of the organization. This includes reviewing organizational alignments, missions, determining the best use of available skills, and Reduction-In-Force procedures/actions.

B. Individual Personnel Actions such as promotions to GS-13 and above.

PMAC III OPERATING GUIDELINES

1. A quorum (no less than two thirds of the voting members) must be present during meetings requiring a vote. The Director, or his/her designee, shall serve as the Chair of the PMAC.
2. The Executive Secretary performs as the Committee liaison and, as such, is responsible for scheduling meetings, notifying members, and preparing and distributing “eyes only” committee agendas.
3. The Executive Secretary will ensure that all Committee actions are fully documented. Documentation includes pertinent information such as assessments or evaluations influencing approval or disapproval of training, awards, and similar case actions.
4. All PMAC materials will be treated as sensitive and will be distributed in an “EYES ONLY” envelope to be opened only by the addressee. Documents retained must be kept secure. Discussion and individual votes of the Committee members shall also remain confidential.
5. The GFDL PMAC III generally will meet twice per year, in the winter and in the summer. However, special meetings may be called by the Chair, as needed. Attendance at PMAC meetings will be by principals or Director-approved substitutes on a case-by-case basis.
6. Nominations for promotion are submitted via the PMAC Justification Criteria for Promotion Action form (attached), and are typically accompanied by a cover memorandum by the supervisor, the curriculum vitae, bibliography, and, for promotions to GS-14 and above, a suggested list of between three and five references. If the nomination is for promotion of a research scientist to GS-15 or above, at least one of the references must be international.
7. Prior to scheduling a GFDL PMAC III meeting, for all nominations to GS-14 and above, it is desirable that the Executive Secretary shall have requests for letters of reference prepared for the Director’s signature for each nominee (see attached samples). The meeting will continue even if all of the references have not been received; however, a final vote for a nominee will be withheld until at least three of the references have been returned and considered.
8. Also prior to scheduling the GFDL PMAC III meeting, the Executive Secretary shall distribute the current:
 - Research Grade Evaluation Guide and Factor Evaluation System material (which can be found on the OPM website at: <http://www.opm.gov/fedclass/gsresch.pdf>);
 - Research Grade Evaluation Guide Checklist (attached);
 - Factor Evaluation System material (which can be found as Attachment 3 to the Introduction to the Position Classification Standards and is on the OPM website at: <http://www.opm.gov/fedclass/gsintro.pdf>);
 - Factor Evaluation System Checklist (attached); and
 - In cases where the promotion nomination is for a scientist, Job Family Standard For Professional Physical Science Work, GS-1300P (which can be found on the OPM website at: <http://www.opm.gov/fedclass/gs1300P.pdf>).

The Executive Secretary shall discuss these documents and the role they play in the evaluation process.

9. Prior to evaluating the merits of each nomination for promotion, the GFDL PMAC III shall, by consensus, determine whether to evaluate that nominee on the Research Grade Evaluation

Guide (RGEG) or the Factor Evaluation System (FES). Generally, scientific promotions will be evaluated on the RGEG and non-scientific promotions will be evaluated on the FES.

10. Following the GFDL PMAC III meeting to discuss a nominee, the PMAC members independently rate the nominee by using the Research Grade Evaluation Checklist (attached) or the Factor Evaluation System Checklist (attached) as appropriate. Completed checklists for each nominee are to be submitted to the Executive Secretary.
11. The Executive Secretary shall compile the results of the rating for each nominee on an individual spreadsheet. The PMAC members' identity shall be masked, except in the case where the member is the nominee's supervisor.
12. The GFDL PMAC III shall reconvene to discuss its rating of each nominee and to decide on a final recommendation to the Director. Typically, recommendations are as follows:
 - a. Promote,
 - b. Delay consideration for promotion until additional letters of reference are received and considered,
 - c. Delay consideration for promotion until some future date (i.e., to evaluate the impact on the science of some recently published work or some work in progress),
 - d. Issue a Quality Step Increase (or a performance award if the employee is at Step 10) instead of promoting, or
 - e. Do not promote.
13. The Executive Secretary shall prepare a final memorandum to the Director of the GFDL PMAC III recommendation(s) and shall place it in a folder or a binder with all of the evaluation material for each nominee discussed in the memorandum.
14. Recommendations affecting the OAR-wide PMAC shall be forwarded to the headquarters PMAC Executive Secretary for action.
15. Promotions to grade GS-15 or equivalent and above shall be forwarded to the headquarters PMAC Executive Secretary for OAR review and subsequent PMAC evaluation.
16. PMAC members should ensure that the OAR EEO policies and procedures for selections are followed (see attached).
17. GFDL's PMACs should forward their current Charter to the OAR PMAC Executive Secretary. This ensures compliance with DAO 202-511. Any subsequent updates should also be provided to the Executive Secretary for the record.

GFDL PMAC IV

GFDL PMAC IV MEMBERSHIP

Executive Secretary (non-Voting)

Four senior staff members grades GS-13 or above.

PMAC IV OPERATING GUIDELINES

GFDL has established PMAC IV for consideration of promotions up to GS-12. GFDL PMAC IV shall follow procedures similar to PMAC III except that it will meet in the spring and the fall. Also, most of PMAC IV's actions for consideration are career ladder promotions. These types of promotions require only a memorandum from the supervisor, and not a Justification for Promotion Action form or any of the other material required for GFDL PMAC III. Non-career ladder promotions require a PMAC Justification for Promotion Action form in addition to a cover memorandum from the supervisor.

1. Membership shall be as selected and appointed by the Director or the Deputy Director to include a minimum of four staff members at grades GS-13 or above chosen to represent GFDL's mission, leadership, and occupational structure as equitably as possible. Service will normally be for four years and appointments shall be staggered, one per year.
2. The Executive Secretary shall serve in an official non-voting advisory capacity at all meetings (where possible). The longest serving member of the PMAC IV committee shall serve as the Chairperson.
3. GFDL PMAC IV, at the request of the Director, Deputy Director, or Chairperson, shall convene to review their internal policies, procedures, individual actions, utilization of personnel resources, implementation of position management principles, or personnel and performance management program needs of the laboratory in determining the best use of available skills.
4. For career ladder promotions, after GFDL PMAC IV has considered all material relevant to the promotion and has voted, the Executive Secretary shall compile the results of the vote. Voter identity shall be masked, except in the case where a nominee's supervisor is voting, and his or her vote shall be recorded as a "Yes" vote.
5. For accretion of duties promotions, prior to evaluating the merits of each nomination for promotion, the GFDL PMAC IV shall, by consensus, determine whether to evaluate that nominee on the Research Grade Evaluation Guide (RGEG) or the Factor Evaluation System (FES). Generally, scientific promotions will be evaluated on the RGEG and non-scientific promotions will be evaluated on the FES.
6. Following GFDL PMAC IV's meeting to discuss a nominee for promotion, PMAC members independently rate the nominee by using the Research Grade Evaluation Checklist (attached) or the Factor Evaluation System Checklist (attached) as appropriate. Completed checklists are to be submitted to the Executive Secretary.

7. The Executive Secretary shall compile the results of the rating for each nominee on an individual spreadsheet. The PMAC members' identity shall be masked, except in the case where a member is the nominee's supervisor.
8. The GFDL PMAC IV shall discuss its vote/rating of each nominee and to decide on a final recommendation to the Director. Typically, recommendations are as follows:
 - a. Promote,
 - b. Delay consideration for promotion until a training course or regiment is completed,
 - c. Issue a Quality Step Increase (or a performance award if the employee is at Step 10) instead of promoting, or
 - d. Do not promote.
9. The Executive Secretary shall prepare a final memorandum to the Director of the GFDL PMAC IV recommendation(s) and shall place it in a folder or a binder with all of the evaluation material for each nominee discussed in the memorandum.
10. In very rare instances, a recommendation might affect the OAR-wide PMAC. Those cases shall be forwarded to the headquarters PMAC Executive Secretary for action.
11. GFDL's PMACs should forward their current Charter to the OAR PMAC Executive Secretary. This ensures compliance with DAO 202-511. Any subsequent updates should also be provided to the Executive Secretary for the record.

EFFECTS ON OTHER INSTRUCTIONS

This Charter supersedes all previous GFDL PMAC Procedures.

Approved: [Ants Leetmaa signature]
Director, GFDL

Date: [12/4/01]

ATTACHMENTS

PMAC Justification Criteria for Promotion Action
Reference Letter Request Letters
GFDL and OAR PMAC Submission Requirements
Research Grade Evaluation Checklist
Factor Evaluation System Checklist
OAR EEO Policy and Procedures for Selections
(including Affirmative EEO Efforts Summary Report)

ATTACHMENT – PMAC Justification Criteria For Promotion Action

1. PMAC General Requirements – Guidance in this section is appropriate for use in accretion of duties promotions for all grade levels. It is also applicable to career-ladder promotions to grades GS-13 and above.

Supervisors proposing personnel actions are required to contact the Administrative Officer prior to beginning the documentation process in order to receive advice on regulatory processing and documentation requirements, including the need for application of the Merit Assignment Program, position management implications, and related matters. This effort will eliminate problems, shorten processing time, and make the first attempt as efficient and successful as possible.

New position descriptions, performance plans, justification, and/or other stated documentation will be required for PMAC consideration. Case materials (new position description, promotion justification, reference letters, etc., as appropriate) must provide specific evidence in support of the proposed grade level in order that the PMAC members may make an informed judgment of the merits. The PMAC Chairperson will withhold cases that lack needed specificity from PMAC consideration until such documentation requirements are met. Appropriate examples should be cited that highlight accomplishments and explain the value, difficulty, and/or application of the position. Explanations should be sufficiently clear that persons not familiar with the specialty can understand the main thrust of the job/accomplishments.

NOTE: “Non-supervisory” GS-14 and equivalent positions for promotion to grade 15 and equivalent “Supervisory” positions must be recruited.

2. Format Requirements (indicate “not applicable” where appropriate)

- a. *Name*
- b. *Current official OPM title, series, and grade.*
- c. *Functional or organizational title, if any.*
- d. *Proposed title and grade.*

- e. *Proposed functional title (if different from above).*
- f. *Organizational unit.*
- g. *Name and title of immediate supervisor.*
- h. *Are the former duties absorbed by this new position? (yes/no -- explain if necessary).*
- i. *Education: Degrees (B.S., M.S., Ph.D.), and date and field of each degree.*
- j. *Employment history, including promotions received after EOD – title, grade, and dates of each.*
- k. *Awards received for last 3 years (type, date, and one-line description of each), and last official performance rating of record.*
- l. *Professional society memberships. Identify offices held and any participation of special significance, and appropriate dates.*
- m. *Committee memberships or other service to the profession (e.g. journal editor, conference session chair, science panel member). Identify offices held and any participation of special significance which relates to this action, and appropriate dates.*
- n. *Supervisory positions: (1) Provide specific and substantive information concerning the person's commitment and/or contributions to EEO/affirmative action; (2) Identify supervisory training completed and/or planned for purposes of meeting training requirements; (3) Indicate whether the candidate has completed the probationary requirement for supervisors and/or*

managers; and (4) State the number, title of position, and grade level of the employees to be supervised.

o. Supervisory positions: Show evidence of managerial effectiveness through such things as planning effective programs, delegating responsibility and stimulating staff effectively, or success in meeting key organizational objectives.

p. Professional standing and qualifications. Describe the incumbent's professional standing among peers and professional qualifications.

q. Publications: Briefly explain the scope, significance, and/or impact of at least three major publications, technical reports, or patents since the last promotion (scientists and engineers only).

r. Productivity and/or achievement: Comment on importance, significance, impact, timeliness, and quality of accomplishments. Also include the following:

1. Impact of theories, concepts, techniques, and creative approaches developed affecting the state-of-the-art (scientists and engineers only).

2. Impact of activities, reports, leadership, and organizational and managerial skills on mission of unit, on subject matter specialty, and on technical community services (program managers only).

3. Impact of activities, reports, analyses, plans, and personal initiative on unit objectives, resources issues, program effectiveness and implementation, and administrative efficiency and effectiveness (program administrative and support staff only).

s. Other relevant information (optional): Include any other information about the incumbent that is relevant to the proposed promotion action.

t. *Publications List. Attach a list of publications, technical reports and/or patents (scientists and engineers only).*

u. *Presentation List. Attach a list of technical presentations given during the past three years, including location and date (scientists and engineers only).*

v. *Reference List (including name, address, phone number, and e-mail address as well as a brief statement of person's relevance and professional status) and Letters (See attachment)*

w. *Attach a current curriculum vitae/resume*

I certify that the employee continues to perform the same basic functions. The duties represent an outgrowth, over a significant period of time, of the old position. The duties of the old position have been absorbed into the new position. No new position will be created as a result of this promotion action.

Supervisor's Signature/Title

Date

ATTACHMENT -- Reference Letter Request Letters

Reference letters are required for promotions and vacancy selections at grades GS-14 and equivalent and above and ST-3104 (as provided herein).

Cases requiring letters must be supported by 3 to 5 references. (For research promotion to grade GS-15 and equivalent, at least one letter must attest to an international reputation and for promotion to ST-3104 at least two letters must attest to an international reputation.)

Utilization of more than 5 references, in any case, must be justified in writing to the Director.

Reference Lists must include a name, complete title, mailing address, phone and fax number, e-mail address, and brief description of the rank and background in the appropriate subject matter specialty which qualifies that person as an expert reference.

Requests for reference letter inquiries for research promotions and vacancy selections will include appropriate lists of the candidate's publications, and will invite comparison of the individual against contemporaries for better calibration. Sample formats for reference letter inquiries are provided in this attachment.

Reference letter inquiries, for actions on non-research positions, shall be styled to the specific nature of the position, and addressed to individuals knowledgeable about the individual and the position.

Reference letter inquiries to government sources for actions on research positions will describe grades in terms of upper percent of OAR professional staff as follows:

GS-14 = 19%
GS-15 = 11%
ST-3104 = 3%

Reference letter inquiries to non-government sources for actions on research positions will describe grades in terms of university positions as follows:

GS-14 = position of Senior Associate Professor
GS-15 = position of Full Professor
ST-3104 = position of Senior Full Professor

Cases for which at least three supportive references have not been received may not be submitted to the OAR PMAC. Therefore, reference inquiries should be mailed as soon as tentative decisions have been made.

Sample 1 – Letter for Government Reference

Dear

Dr. John Q. Doe is being considered for [(employment in) or (promotion to)] a senior position in the Office of Oceanic and Atmospheric Research (OAR). You have been suggested as one who is sufficiently familiar with his work to provide perspective on his competence. We regularly obtain viewpoints from outside OAR to achieve a broadly-based judgment.

Dr. Doe is proposed for [(promotion to) or (employment at)] GS-___, a level that would place him in the upper * percent of the OAR professional staff. He will continue to be associated with the Geophysical Fluid Dynamics Laboratory of OAR.

I would appreciate your candid evaluation of his professional qualifications for this advancement. It will be especially helpful if you can gauge his level of competence against others of similar experience and comparable levels of responsibility in his field. Enclosed is a list of Dr. Doe's publications, to help you make your evaluation.

This information is needed by [insert date] for inclusion in the materials to be forwarded for this action. Thank you for taking time from your busy schedule to respond to this request.

Sincerely,

Director, GFDL

Enclosure

* GS-14 = 19%
 GS-15 = 11%
 ST-3104 = 3%

Sample 2 – Letter for Non-Government Reference

Dear

Dr. Jane Q. Doe is being considered for [(employment in) or (promotion to)] a senior position in the Office of Oceanic and Atmospheric Research (OAR). You have been suggested as one who is sufficiently familiar with her work to provide perspective on her competence. We regularly obtain viewpoints from outside OAR to achieve a broadly-based judgment.

The position for which Dr. Doe is proposed is at the GS-__ level, which is equivalent to that of a ** in typical major universities. She will continue to be associated with the Geophysical Fluid Dynamics Laboratory of OAR.

I would appreciate your candid evaluation of her professional qualifications for this advancement. It will be especially helpful if you can gauge her level of competence against others of similar experience and comparable levels of responsibility in her field. Enclosed is a list of Dr. Doe's publications, to help you make your evaluation.

This information is needed by [insert date] for inclusion in the materials to be forwarded for this action. Thank you for taking time from your busy schedule to respond to this request.

Sincerely,

Director, GFDL

Enclosure

** GS-14 = position of Senior Associate Professor
GS-15 = position of Full Professor
ST-3104 = position of Senior Full Professor

ATTACHMENT – GFDL and OAR PMAC Submission Requirements

1. SF-52 – Request for Personnel Action
2. Position Description (proposed)
3. CD-516 – Position Description Cover Sheet
4. PMAC Justification Criteria For Promotion Action
5. List of References
6. 3-5 Reference Letters (using prescribed format in above attachment)
7. Organization Chart (for promotion to GS-15 and above or ST-3104)
8. Curriculum vitae/resume
9. List of publications (if applicable)

For cases to be submitted to the headquarters PMAC, the GFDL PMAC Executive Secretary reproduces 8 copies and submits original and 8 copies to the OAR PMAC Executive Secretary.

ATTACHMENT – Research Grade Evaluation Checklist

Employee Name: _____

Evaluator: _____

Date of Evaluation: _____

Instructions: For each Factor (I-IV) circle phrases that most closely describe the employee being rated. Place a check mark next to the corresponding letter rating. If circled phrases span ratings A and C or C and E, and you cannot distinguish which one to check, you may select B or D respectively. Submit completed forms to the Executive Secretary for tallying and distribution to the PMAC Committee.

Factor I: The Research Situation; or Assignment

_____ A (2) **Research Challenge:** limited scope, specific phenomena or problems, and definable objectives
Methodology: “fairly” conventional techniques
Results: a publication or recognizably improved method or technique

_____ B (4)

_____ C (6) **Research Challenge:** formulating and conducting systematic research, difficult to define, considerable scope and complexity, and more than average difficulty;
Methodology: series of complete and conceptually related research studies requiring unconventional or novel approaches & sophisticated research techniques
Results: results in a series of significant, definitive publications or in important changes to existing products, processes, techniques or practices.

_____ D (8)

_____ E (10) **Research Challenge:** exceptionally difficult and unyielding to research analysis
Methodology: fruitful work in which a significant rate of progress is expected
Results: an advance of the body of knowledge of great significance

_____ E+(12) **Research Challenge:** attack on problems in frontier areas of critical importance, fundamental interest, extraordinary difficulty, and resistance to attack – there have been numerous attempts by highly competent scientists to gain a fundamental understanding of the process or phenomena
Methodology: new hypothesis, concepts, and techniques must be developed for attack and interpretation
Results: major modifications or important extension of current theory, advancement of programs and understanding in the total field

Factor II: Supervision Received

- _____ A (2) Specific problems assigned by supervisor or are undertaken after supervisory approval. Supervisor provides general instruction. Takes responsibility for study and pursues to completion with only occasional references to the supervisor. Significant decisions originate elsewhere or are approved by the supervisor.
- _____ B (4)
- _____ C (6) Works with substantial freedom; recommendations are ordinarily followed. Completed work and reports are reviewed principally to evaluate overall results.
- _____ D (8)
- _____ E (10) Supervision is nominal and consultative in nature. Expected to locate and explore the most fruitful areas of research in relation to agency's program and needs and the state of the science involved and to take complete responsibility for carrying through to completion. Within agency, interpretations are accepted as authoritative, however, subject to further test and ultimate validation or modification by the scientific community on the results of research.
- _____ E+(12) Unusual level of support for recommendations, regarded as a top technical authority and a distinguished and brilliant scientist.

Factor III: Guidelines and Originality

- _____ A (2) Existing theory and methods are generally applicable; originality required to develop research design for specific problem; and involves limited amount of innovation or modification of procedures and techniques.
- _____ B (4)
- _____ C (6) Available guides and precedents are limited in usefulness or may be lacking due to novel work being done; high degree of originality is required to develop new techniques and methods; and a high degree of insight is needed.
- _____ D (8)
- _____ E (10) Almost complete absence of applicable guidelines, pertinent literature, and methodology; very high degree of imagination and creativity required to solve problems of "marked" importance; and creative extension of existing, or significant contribution to the development of new, theory or methodology.
- _____ E+(12) Produces a substantial variety of new methods and techniques of new approaches to formerly intractable problems, of identification of new problems to be attacked, and of important new concepts and discoveries. New areas are opened up for

exploration and findings have widespread applicability. Likely to be a major stimulus to scientific/technological effort & achievement in the field of endeavor.

Factor IV: Qualifications and scientific contributions

- _____ A (4) Performs independent research or serves as a full member of a research team. Defines problems clearly with some guidance. Results published as either secondary co-author on major paper or primary author on minor papers or reports. Serves as a source of information locally or on similar projects elsewhere.
- _____ B (8)
- _____ C (12) Mature, competent, and productive. Authored one or more publications of considerable interest and value and/or has contributed materially significant inventions. Leads productive research team, leads in the conception and formulation of productive research ideas and/or is highly personally productive with research of such originality, soundness, and value as to have marked him as a significant contributor. Is beginning to be sought out for consultation by colleagues and serves in important committee assignments of professional groups. Speaks and deals responsibly concerning technical matters in his area of immediate specialization with researchers within and outside own organization.
- _____ D (16)
- _____ E (20) Outstanding attainment – roughly comparable to that of a full professor at a major university. Authored a number of important publications and/or contributed inventions which are regarded as major advances and which have opened the way for extensive further developments or have solved problems of great importance. Moved the art forward to the extent that other researchers must take note of the advances. Sought out as a consultant, speaks authoritatively regarding his field in contacts within and outside Government, and is invited to address national professional organizations and is recognized in the literature of his field.
- _____ E+(24) Nationally recognized authority and leader. Typically has received honors and awards from major national organizations. Sought as an advisor and consultant on scientific and technological programs and problems which extend well beyond own field. Is a recruiting attraction for recent grads. Personal competence likely to be major consideration in agency sponsorship of programs in his field.

ATTACHMENT -- Factor Evaluation System Checklist

Employee Name: _____

Evaluator: _____

Date of Evaluation: _____

Instructions: For each Factor (I-VII) circle phrases that most closely describe the employee being rated. Place a check mark next to the corresponding letter rating. Submit completed forms to the Administrative Officer for tallying and distribution to the PMAC III Committee.

Factor I – Knowledge Required By the Position

- _____ 1-6 (950) Independent performance of recurring assignments; **OR** practical knowledge of a narrow area of a professional field and skill in designing and planning difficult, but well-precendented projects.
- _____ 1-7 (1250) Extended graduate study or experience and difficult and complex assignments; **OR** development of new methods, approaches, or procedures.
- _____ 1-8 (1550) Mastery of field, applies experimental theories and new developments to problems not susceptible to treatment by accepted methods.
- _____ 1-9 (1850) Generates and develops new hypothesis and theories.

Factor II – Supervisory Controls

- _____ 2-2 (125) Supervisor provides specific assignments and generally indicates methods, quality guidelines, priorities, and deadlines. Employee uses initiative to carry out recurring assignments independently. Supervisor reviews results for technical accuracy and compliance with instructions or established procedure.
- _____ 2-3 (275) Supervisor defines objectives, priorities, and deadlines and assists with novel situations. Employee plans and carries out work and handles most problems. Completed work is evaluated for technical soundness. Methods generally are not reviewed.
- _____ 2-4 (450) Supervisor sets objectives and resources. Employee, in consultation with supervisor, develops deadlines, projects, and work to be done. Employee works independently and keeps supervisor informed of progress and potential problems.
- _____ 2-5 (650) Supervisor provides administrative direction and broadly defined missions or functions. Employee independently plans, designs, and carries out work. Results are considered technically authoritative and reviews, if conducted,

concern such matters as fulfillment of objectives, impact on overall program, or contribution to the advancement of technology.

Factor III – Guidelines

- _____ 3-2 (125) Procedures are established and a number of specific guidelines are available. Employee uses judgment to locate and select appropriate guidelines and procedures and makes deviations to adapt to specific cases.
- _____ 3-3 (275) Guidelines exist, but have gaps in applicability and specificity. Employee uses judgment in interpreting and adapting guidelines. Employee analyzes results and recommends changes.
- _____ 3-4 (450) Precedents are stated in general terms and guidelines are scarce or of limited use. Employee uses initiative and resourcefulness to develop new methods.
- _____ 3-5 (650) Guidelines are broadly stated, nonspecific, and require extensive interpretation. Employee uses judgment and ingenuity to interpret existing guides and develop specific applicability. Employee is recognized as a technical authority in developing and interpreting guidelines.

Factor IV – Complexity

- _____ 4-3 (150) Different and unrelated processes and methods; analysis used to determine what is involved; and course of action chosen from among many alternatives.
- _____ 4-4 (225) Assessment of unusual circumstances, variations in approach, and incomplete or conflicting data; and interpretation of considerable data, planning work, or refining methods and techniques.
- _____ 4-5 (325) Broad ranges of activities or substantial depth of analysis; major areas of uncertainty that result from changes in program, technological developments, unknown phenomena, or conflicting requirements; and originating new techniques, establishing criteria, or developing new information.
- _____ 4-6 (450) Broad functions and processes involving several phases requiring support from other to accomplish; undefined issues and elements requiring extensive probing and analysis; and efforts to establish concepts, theories, or programs or to resolve unyielding problems.

Factor V – Scope and Effect

- _____ 5-3 (150) Treating a variety of conventional problems in conformance with established criteria. Employee's contribution affects the design or operation of systems, programs, or equipment; the adequacy of testing operations or research conclusions, or the well being of people.

- _____ 5-4 (225) Establishing criteria, formulating projects, assessing program effectiveness, or investigating or analyzing a variety of problems. Employee's work affects a wide range of agency activities or the operation of other agencies.
- _____ 5-5 (325) Isolating and defining unknown conditions, resolving critical problems, or developing new theories. Work affects other experts, the development of major aspects of programs or missions, or the well-being of a lot of people.
- _____ 5-6 (450) Plan, develop, and carry out vital programs; work is essential to the mission or affects a lot of people over the long term.

Factors VI & VII – Personal Contacts/Purpose of Contacts

Contacts:

- _____ 6-1 (10) Internal to own work-group or project
- _____ 6-2 (25) Internal to GFDL/OAR
- _____ 6-3 (60) External and in a moderately unstructured setting
- _____ 6-4 (110) Complex external high ranking contacts on national and international level

Purpose:

- _____ 7-1 (20) Obtain, clarify, or give facts or information
- _____ 7-2 (50) Plan, coordinate, or advise on work efforts or to resolve operating problems with people who have cooperative attitudes
- _____ 7-3 (120) Influence, motivate, interrogate, or control people or groups who may be fearful, skeptical, uncooperative, or dangerous. Goal is to gain compliance by persuasion or negotiation, or gain information by establishing rapport with suspicious informant.
- _____ 7-4 (220) Justify, defend, negotiate, or settle significant or controversial issues, usually involving active participation in conferences, meetings, hearings, or presentations. Audience typically has diverse viewpoints, goals, or objectives requiring employee to achieve a common understanding of the problem and a satisfactory solution by convincing them, arriving at a compromise, or developing suitable alternatives.

Factor VIII – Physical Demands – Work is sedentary (5)

Factor IX – Work Environment – Office work (5)

ATTACHMENT -- OAR EEO Policy and Procedures for Selections

[To be inserted.]